

## Appendix I: Program Issues and Risks by Business Area

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## **Appendix I – Program Issues and Risks by Business Area**

### **Issues**

An issue is a problem, concern, question, roadblock, or activity that occurs during ABT Program activities and subprojects that:

- Must be resolved before tasks can begin or be completed;
- Requires some level of action to resolve; and
- Is not addressed by a planned activity.

There are four levels of issues that may arise, which are generally defined based on the potential impact to the program/project, resources required to address the issue, and authority required to determine and approve the resolution:

1. Activity Issues – Activity issues relate to specific tasks being performed by the project. Such issues are either a step that has been overlooked or unplanned, or to a task that has been completed but requires a minor correction. Often, these issues can be immediately resolved by an individual who is performing a task, and are minor in their impact to a project. In such cases, reporting may take place after-the-fact in order to accurately capture work performed.
2. Planning Issues – Planning issues relate to project work or tasks that are significant enough to impact the work plans of the project. Resolution often requires the creation and assignment of an action item, and may require new tasks to be included in the plan or may impact operations. Such issues require tracking and reporting, but resolution can usually be determined and managed by the project/program manager and team leads.
3. Management Issues – Management issues are broad concerns regarding general direction of a group of tasks, or the strategy and approach being taken to achieve some aspect of the program. These issues typically require management level discussion in order to resolve.
4. Scope Changes – Large issues that require substantial resources to address and which pose a risk to program success if not addressed – usually represent actual changes to the project/program scope. When such an issue is identified, it should be managed following the scope management procedures.

### **Risks**

Risks are actual or perceived roadblocks to long term ABT program success. Risks described here are in addition to those included in the December 2003 Roadblock Identification and Action Plan and the March 2005 addendum. The descriptions of the newly-identified risks include the preliminary plans to mitigate those risks.

Additional risks and issues that have been identified during the HLBP phase are described below by business process area.

## **1 Payroll/Benefits Business Area Issues/Risks for HLBD**

### **Issues:**

#### **Planning Issues**

- Will need to remain aware of new or shifting business requirements during the design and implementation phases of the Program.
- Which ad hoc reporting tool will we use; need to decide if we continue to support the current custom developed web based reporting process.
- Need to decide if we will have a data warehouse to support reporting.
- Need to decide how General Ledger period end closing process will be handled in a bi-weekly payroll cycle environment.
- Need to manage the potential impact on billings to outside agencies in the bi-weekly payroll cycle environment.

#### **Management Issues**

- Labor Relations will need to bargain the effect on employees of the change to a bi-weekly cycle.
- Need to decide if County will have more than one standard work week.
- Need to identify a standard time capture process and system.
- System functionality may not meet business needs for handling FMLA and KCFML.
- Need to determine who will maintain side systems that interface with PeopleSoft HCM.
- Need to decide how side systems that deviate from county standards will be managed in the future.

No additional significant risks were identified for the Payroll/Benefits Business Area during the HLBP process.

## **2 Human Resources Business Area Issues/Risks for HLBD**

### **Issues:**

#### **Planning Issues**

- Not all applicants have access to computers or the Internet which may result in a loss of qualified candidates. A decision will need to be made to continue or not continue the employment application paper process.
- A decision will need to be made regarding what HR tasks will be centralized and decentralized.
- The impact of implementing position management functionality countywide will need to be assessed.

#### **Management Issues**

- It will take a huge effort to document current KSAs and enter them into PeopleSoft.

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- The HR SME's availability to participate in testing of the HR modules may be limited.
- A decision will need to be made as to whether the county should purchase the ePerformance module to enhance the employee performance management business process.
- The HR business practices may be applied inconsistently by the departments.
- Labor Relations will need to bargain the changes that will affect represented employees.

No additional significant risks were identified for the Human Resources Business Area during the HLBP process.

### **3 Financial Business Area Issues/Risks for HLBD**

#### **Issues:**

##### **Planning Issues**

- Assess the impact of project functionality limitations associated with implementing grants accounting; some cases may require system extensions to be developed to address key limited functionality.
- Fully develop (down to the t-account level) the processing of time entry and payroll with general ledger and project accounting.
- Understand and plan for alignment of HR information in the HR/Payroll system and the Financial System.
- Develop a common chart of accounts and numbering scheme for element.
- Understand and fully document how operating projects can be accounted for in the project accounting module and be correctly reported in general ledger with special emphasis on budget monitoring.
- Determine if budgetary control will be implemented; if so, will it be hard or advisory and at what organizational and account level.
- Determine which finance tasks will be centralized and which will be decentralized.
- Determine the basis for setting up user responsibilities and to what extent they will include organizational elements.
- Determine which ad hoc reporting tool will support reporting.
- Design the structure for integrating payroll details (by individual) into summarized payroll transactions in general ledger
- Need to address potential financial reporting impacts of moving agencies and departments currently using ARMS and MSA with a semi-monthly pay cycle to Oracle Financials and PeopleSoft HCM with a biweekly pay cycle.
- Determine if a data warehouse is needed to support reporting.
- Need to consider integration with a yet to be identified budget system.
- Changing business processes may affect existing job descriptions and union contracts. Some process changes, such as distributing data entry to agencies, could require a realignment of resources and work approaches.

### **Management Issues**

- Plan user access in such a way that the cost of user licenses does not adversely impact the efficiency opportunities
- Plan and communicate the operation support model to ensure agencies are able to pay for ongoing support

No additional significant risks were identified for the Financial Business Area during the HLBP process.

## **4 Budget Business Area Issues/Risks for HLBD**

### **Issues:**

#### **Planning Issues**

- Detailed design of new budget business processes was not included in the HLBP scope of work. There is significant interest in defining the to-be budget processes and in clearly delineating the roles and access to data by budget phase. This work is also necessary for the integration and side system gap analysis to be done in the HLBD and DIP phases. During HLBD, ABT will review current budget processes; evaluate alternative processes that are better aligned with best practices; and determine how county budget processes can migrate to best practices.
- Effective integration of the new budget system with the HR and Financials systems and with existing and planned side systems needs to be included in the HLBD and DIP.
- Decisions need to be made on the phasing of the implementation of all the new systems. Implementing the new budget system before the Financial and HR systems are on line may not be the best alternative since the integration of the new systems is a primary functional goal.

### **Management Issue**

- There is no common definition of capital - as opposed to operating - expenditures, funds, projects and budgets among County agencies and departments. ABT Management needs to decide if a common definition is necessary and, if so, agree upon a definition of capital and operating for King County.

### **Risks:**

- System capabilities may not equal defined requirements and critical requirements could be missed.  
Plan to mitigate risk: The ABT Program will continue to identify gaps in the requirements and will include any missing requirements in subsequent procurement and implementation steps.

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- The new budget system may be too complex to implement or maintain and the scope of the system may be too broad for initial implementation. In addition, software vendors may oversell software capabilities.  
Plan to mitigate risk: The budget system selection process will include a scripted demonstration of the proposed software solution that will be evaluated by a working group of budget subject matter experts for ease of use and technical capabilities. The demo will use actual county data and situations to enable thorough due diligence during the system evaluation phase.

### **5 ABT System Integration Issues/Risks for HLBD**

#### **Issues:**

##### **Planning Issue**

- Integration implementation impacts are not fully quantifiable until to-be process is defined to the data level. Resolution proposed includes; parallel identification, evaluation and agreement on processes and integration impacts while to be processes are validated.

#### **Risk:**

- Available and skilled resources for King County tools development may not be readily available for design and implementation planning.  
Plan to mitigate risk: Department alignment and support for detailed design, planning, and other program required activities as a priority to resource.